

APPENDIX A:

STRATEGIC PLANNING DEFINITIONS

MISSION A mission statement is a brief statement of the purpose of an organization that answers the following questions: What do we do? For whom do we do it? Why do we do it?

VISION A vision statement is a compelling, conceptual image of the desired future that answers the question "What do we want to be?" and is: a) inspiring and challenges everyone to achieve that future, and b) brief, memorable, and idealistic.

VALUES Values are philosophical statements that describe how an organization intends to conduct business on a daily basis. These values guide decision-making processes as well as the development and implementation of organizational policies and procedures.

OPERATING PRINCIPLES Operating principles are statements that clarify how an organization intends to interact with internal and external stakeholders including roles and responsibilities and approaches to decision-making.

GOAL A goal is the desired end result which a) addresses the organization's key strategic issues; b) identifies what the organization wants to achieve; c) supports the mission and vision; d) provides a framework for more detailed, tactical planning; and e) remains the same for 3 – 5 years.

OBJECTIVE An objective is a specific, measurable target for accomplishing a goal which: a) describes a specific accomplishment (not the way to accomplish a goal); b) focuses on a result to be achieved; c) forms the foundation for strategies and actions; and d) will be accomplished within 1- 3 years.

MEASURES An annual measure tracks the impact of an objective, focusing on performance results (outcomes). A quarterly measure tracks intermediate processes and activities that lead to the achievement of annual performance results.

STRATEGY A strategy is a specific, high level action or approach that must be taken to achieve goals and objectives.

STRATEGIC PROJECT A strategic project is a significant project, often cross-organizational, that has a clear scope, objectives, milestones, start and end dates, and is supported by sufficient resources.



North Shore Lake Tahoe, Region 6